

Director of Training

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Chief, Assessment and Evaluation

Comment on Attributes to be Sought in Intelligence Officers
and Agency Personnel and Training Policies

1. The point that many characteristics wanted in PP Officers may be developed best through broad experiences outside the Agency is worth serious consideration. If this can be demonstrated, only those who develop these characteristics need be chosen for CIA. Selection of PP Officers will then be improved.

2. Two additional points, however, need be considered. The first concerns the assumption that appropriate within-Agency experiences and specific training can not develop the requisite characteristics.

3. The second concerns the way of finding out what are the characteristics for success in PP. Years of research have brought out that competent observers can identify successful and unsuccessful people in a field, at the same time disagreeing on what characteristics make them so. This research has made it clear that the only sure way of making progress in identifying characteristics that make for success or failure in a given job, is to conduct a validity study. This involves these steps:

- a. Identification by competent judges of a group of successful and a group of unsuccessful people.
- b. Comparing these groups on all sorts of characteristics to find out which characteristics really distinguish them.
- c. Analysis of these differences to determine which can be improved or developed by training and which must be taken into account in selecting people.

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4. This is the kind of study which is basic to improvement of assessment for selection and placement. The A&E Staff is always on the look-out for opportunities to do such studies. The best one so far is concerned with ORR analysts. This study is revealing differences which would not come out by any other method.



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